



DRAFT STRATEGIC PLAN

Mission, Goals, Objectives & Strategies

- MISSION:** The Elk Grove Piranhas Swim Team provides high quality recreational and competitive swimming to the youth of Elk Grove.
- GOAL:** Provide a positive swimming experience for each team member and family, emphasizing increased aquatic and physical skills, teamwork, camaraderie, friendship, and fun.

Objective 1: Team Administration

Consistently operate and manage the team in a professional manner utilizing the team by-laws, and sound business/organizational practices.

- Strategy 1.1: Administer the functions of the Board of Directors in accordance with the adopted by-laws.
- Strategy 1.2: Manage the finances in accordance with generally accepted accounting practices.
- Strategy 1.3: Develop, discuss and practice the positive characteristics of a Board of Directors
- Strategy 1.4: Update Team by-laws in a timely manner
- Strategy 1.5: Maintain updated duty statements for Board of Directors and key parent chairpersons
- Strategy 1.6: Facilitate Board communication with coaches on a weekly basis.
- Strategy 1.7: During the Team's "league season" (April 1st through the end of championships), the Team is responsible for securing and paying for facilities, coaches' salaries, payroll taxes, insurance and all other expenses necessary for the Team's operation.
- Strategy 1.8: During the Team's "off season", the coaches may run clinics (Spring, Fall and Tournament of Champions practices) that are their responsibility to plan and run; however, the Team is encouraged to provide technical and financial assistance for these clinics.

Objective 2: Coach Development and Responsibilities

Attract and retain coaches and assistant coaches that have experience in coaching and training youth swimmers, and that understand the importance of each swimmer's personal growth and the mission of the team.

- Strategy 2.1: Provide reasonable and competitive compensation to the coaches.
- Strategy 2.3: Recognize coaches' efforts and team/swimmer improvements in public relations activities.
- Strategy 2.4: Include coaches in appropriate team administrative decisions.
- Strategy 2.5: Maintain an active list of beginning swim instructors.
- Strategy 2.6: Include practice sessions instructional exercises or techniques aimed at building team spirit, camaraderie or good sportsmanship.
- Strategy 2.7: Include in practice sessions training and health tips for application by each swimmer at home.
- Strategy 2.8: Promote coaches' educational opportunities and certification (with fees paid for by Team).

Objective 3: Meet Management

Manage swim meets to ensure the maximum participation reasonably possible within facility, time, and volunteer constraints.

- Strategy 3.1: Conduct meets in accordance with League by-laws.
- Strategy 3.2: Assign primary and back-up key meet officials including Meet Director, Meet Referee, Head Timer, Head Starter, Head Stroke and Turn, Ready Bench and Computers/Colorado timing system.
- Strategy 3.3: Start and finish promptly at designated times.
- Strategy 3.4: Develop meet management plan (parking, team areas, snack bar operations) and maintain meet layout diagram/map.

Objective 4: Team Retention and Recruitment

Maintain a consistent team membership of 200 - 250 swimmers.

- Strategy 4.1: Develop a Team reputation of "positive character" exemplified in the Team's swimmers, families, and Board of Directors.
- Strategy 4.2: Develop and regularly discuss with the Team the character of a Piranha – enthusiasm, patience (waiting at the ready bench!), humility, endurance, punctuality, good sportsmanship, but when they get in the water, they're Vicious Fishes!
- Strategy 4.4: Determine the average number of annual new swimmers by age group needed to maintain the Team roster objective.
- Strategy 4.5: Develop and implement specific, equitable recruitment programs to fulfill the average annual recruitment goals
- Strategy 4.6: Maintain a high quality recreational experience for swimmers, including adequate practice/meet facilities, reasonable practice hours, reasonable

number of swimmers per age group, reasonable fees, and equal attention from coaches.

Strategy 4.7: Integrate Piranha swim program with other community swim programs, including Elk Grove CSD swim lessons and local high school swim teams.

Strategy 4.8: Develop recruiting materials for use at pool and other locations.

Objective 5: Fees

Strategy 5.1: Establish a revenue target that is to be funded by swimmer fees.

Strategy 5.2: Develop swimmer fees for the "league season" that are reasonable and reflect the cost of providing recreational swim services to the families (facility fees, coaches salaries, payroll taxes, insurance, etc.)

Strategy 5.3: For the "off season" clinics, the Team may, at its discretion, contribute financial resources to offset swimmer facility fees.

Strategy 5.4: To encourage parent participation, the Team may elect to collect a parent financial deposit that parents can either have refunded after a certain number of hours is contribute for Team activities, or be donated to the Team.

Objective 6: Fund Raising

Annually plan and implement a fund raising program that is coordinated with the annual budget revenue projection for this revenue source.

Strategy 6.1: Establish a revenue target for the league season and identify objectives for each fund raising program.

Strategy 6.2: Establish a Fund Raising Parent Chairperson that reports directly to the Vice President.

Strategy 6.3: Develop a comprehensive program for the Piranhathon resulting in at least 90% team participation.

Strategy 6.4: Develop a consistent program for local business sponsorships.

Objective 7: Community Relations

Establish a positive and recognizable public image within the Elk Grove community and its local government organizations (EGCSD, EGUSD, City).

Strategy 7.1: Communicate (in writing) team issues, swimmer/team results, etc. with each of the three major local government agencies a minimum of twice per year.

Strategy 7.2: Appear and speak to the appropriate board(s)/council(s) a minimum of once per year to communicate team issues, swimmer/team results, etc.

Strategy 7.3: Establish an economic, need-based swimming scholarship program with local businesses and community organizations to eliminate economic barriers to the team.

Objective 8: Communications / Public Relations

Consistently communicate with the Team membership during both the league and off seasons; and establish consistent relationships with local media outlets, and Elk Grove businesses.

- Strategy 8.1: Establish a recognizable “brand” (logo and public image) that accompanies all team communications.
- Strategy 8.2: Send results of home meets (minimum) to Elk Grove Citizen and Sacramento Bee within one week of meet date.
- Strategy 8.3: Develop a variety of team apparel options with logo and team slogans prominently displayed.
- Strategy 8.4: Develop a program to provide “brand” apparel to partners and sponsors as a thank you for their support.
- Strategy 8.5: Maintain communications with the community using different methods (newspaper articles, telephone hotline, website, business partnerships, etc.)
- Strategy 8.6: Maintain consistent communications with Team families using different methods (Piranha Parent handbook, Piranha Press newsletter, website, email, telephone hotline)

Objective 9: Facilities

Train and compete in the City of Elk Grove at one aquatic facility, and establish a long-term relationship with the facility operator.

- Strategy 9.1: Rent / lease pool time annually during league season.
- Strategy 9.2: Execute a multi-year facility use agreement.
- Strategy 9.3: Participate financially on an annual basis in aquatic center facility enhancements / augmentations such as pool covers, lane lines, bleachers, etc.
- Strategy 9.4: Establish mutually beneficial public relations / marketing activities with the aquatic facility landlord.
- Strategy 9.5: Facilitate acquisition of facilities for coaches’ Spring and Fall Clinics and Tournament of Champions practices.

Objective 10: Awards and Recognition

Award and recognize various swimmer and volunteer achievements.

- Strategy 10.1: Scholastic/Academic Awards.
- Strategy 10.2: Swimmer of the Week recognition.
- Strategy 10.3: Memorial Awards to swimmers and volunteers.
- Strategy 10.4: Participation Awards.